

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, 21 December 1994, immediately following
the Closed Session, in Room GM 403-2, SGW Campus

Attendance

Present: Mr. Reginald K. Groome, Chairman, Dr. Tannis Arbuckle-Maag, Dr. Charles Bertrand, Interim Rector and Vice-Chancellor, Mr. Brian Aune, Dr. Michael Brian, Mr. Alex Carpini, Mr. Jonathan Carruthers, Ms. Marianne Donaldson, Me Pierre Frégeau, Me André Gervais, Ms. Marika Giles, Prof. Gerald Gross, Mr. Ajay Gupta, Dr. Henry Habib, Mr. Peter Howlett, Mr. Ronald Lawless, Mr. Daniel Leibu, Me George Lengvari, Sister E. McIlwaine Ph.D., Vice-Chairwoman, Mr. Donald W. McNaughton, Mr. Eric Molson, Chancellor, Mr. Brian Neysmith, Ms. Susan O'Connell, Dr. Peter Pitsiladis, Mr. Jean-François Plamondon, Mr. Richard Renaud, Mrs. Miriam Roland, Mr. Humberto Santos, Mr. Claude I. Taylor, Vice-Chairman, Ms. Lillian Vineberg

Officers of the University: Me Bérengère Gaudet, Dr. Robert Parker, Dr. Harald Proppe

Absent: Mr. Dominic D'Alessandro, Dr. Leonard Ellen, Mr. Leo Goldfarb, Dr. Jeremiah Hayes, Mr. Paul Ivanier, Mr. Frank Knowles, Mr. Jacques Ménard, Mr. Brian Steck, Mr. William W. Stinson, Ms. Susan Woods

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-94-11-D83 Senate document concerning Special Graduation Awards

1. **Call to Order**

The Open Session was called to order at 9:06 a.m.

1.1 **Chairman's remarks**

The Chairman announced the appointment of Dr. Mohsen Anvari to the position of Dean of the Faculty of Commerce and Administration.

1.2 **Approval of the Agenda**

The Agenda was approved as submitted.

1.3 **Approval of the Minutes of the Open Session of the previous meeting (23 November 1994)**

The Minutes of the Open Session were approved with one correction; on page 16, under Item 13.3, it should read that the internal promotional campaign was "an initiative of the Institutional Marketing Committee", not of the Public Relations Department.

Upon motion duly moved and seconded (Howlett, Bertrand), it was unanimously RESOLVED:

R94-120 THAT the Minutes of the Open Session of the previous meeting, held on 23 November 1994, be approved as modified.

2. Business arising from the Minutes

There was no business arising from the Minutes.

3. Progress Report on the 1994-95 Annual Giving Campaign

In the absence of Mr. Ménard, Chairman of the 1994-95 Annual Giving Campaign, Mr. Renaud gave the report. To mid-December 1994, \$410,082 had been raised. He informed the Board that a very successful dinner had been held in Toronto, for the Rector's Circle.

Mr. Renaud remarked that of Canada's top one hundred financial executives, about 30% are graduates of Concordia or of one of its founding institutions.

4. Progress reports of the Advisory Search Committees

4.1 Advisory Search Committee for a Rector and Vice-Chancellor

The Chairman of the Advisory Search Committee for a Rector and Vice-Chancellor, Mr. Groome, reported that the Committee had met on three occasions since his last report to the Board, in November: 9, 13 and 14 December 1994.

At the 9 December meeting, the consultant, Mr. Beaupré, reported on preliminary interviews he had conducted with the "long list" of candidates. After considerable discussion, the Committee agreed on a shorter list of candidates whom it wished to interview. Interviews were scheduled and organized for the following week.

During the same meeting, the Committee had developed an interview structure based on a set of critical topics previously identified. Sub-topics were suggested and corresponding questions prepared. The Committee determined the order in which questions would be posed, who would ask each question, and how much time would be allocated to each topic.

On the evening of Tuesday, 13 December and the entire day of Wednesday, 14 December the Committee conducted interviews. Two hours were devoted to each candidate, with breaks between interviews.

The Chairman said the next meeting of the Search Committee was scheduled for Monday, 9 January 1995.

4.2 Advisory Search Committee for a Vice-Rector, Academic

The Chairwoman of the Advisory Search Committee for a Vice-Rector, Academic, Sister Eileen McIlwaine, reported that the Committee had met on 12 December 1994. At that meeting, the Committee received, from the consultant, an updated candidate listing and a status report on interviews currently underway. Discussion continued on the application of Article 25 of the Rules and Procedures for Advisory Search Committees (and the Statement of Clarification related thereto). Sister McIlwaine reported that the Committee had adopted

a resolution recommending revision of that Article as it pertained to community consultation with short-listed candidates for the position of Vice-Rector, Academic, for possible presentation to the Board of Governors.

Successive meetings were scheduled to be held in January.

4.3 Advisory Search Committee for a Vice-Rector, Institutional Relations and Finance

Dr. Bertrand, Chair of the Advisory Search Committee for a Vice-Rector, Institutional Relations and Finance, reported that at its meeting of 1 December 1994, the Committee had continued its discussion of the position portfolio. Practices and structures in use at other universities were reviewed.

Dr. Bertrand said the Committee found it difficult to execute its mandate to assess the portfolio of the Vice-Rector, Institutional Relations and Finance, in isolation from the other senior administrative positions. Following a lengthy discussion, the Committee had adopted a resolution for possible proposal to the Board of Governors, containing specific recommendations for a course of action.

Asked about the intended composition of the Task Force, Mr. Groome said none had been formulated as yet but all constituencies would probably be represented. No leading hypothesis had been proposed, but the Task Force would be responsible, especially, for identifying an appropriate reporting structure for each of the vice-rectorates.

A faculty member noted that she had recently become aware that the senior administration had expanded a great deal since the mid-1980s; she indicated that she would be averse to any further expansion. Mr. Groome responded that the Board was unlikely to favour an expanded administration, but the mandate of the Task Force would contain no such preconditions.

Upon motion duly moved and seconded (Bertrand, Lengvari), it was unanimously RESOLVED:

R94-121 WHEREAS the Advisory Search Committee for the position of Vice-Rector, Institutional Relations and Finance, has recommended that the organizational structure of the senior administration be reviewed, and the present portfolio of the Vice-Rector, Institutional Relations and Finance, be evaluated in that context;

BE IT RESOLVED

THAT a Task Force be established to consider the restructuring of the senior administration of the University, such Task Force to report to the Board within three months of the appointment of a new Rector, but no later than the September 1995 meeting of the Board of Governors;

THAT the mandate of the Interim Vice-Rector, Institutional Relations and Finance be extended until such time as a new Vice-Rector is appointed to the position;

THAT the position of Associate Vice-Rector, Finance, be maintained for the present time; and

THAT the deliberations of the Advisory Search Committee for the position of Vice-Rector, Institutional Relations and Finance, be suspended until after the Board of Governors has considered the Report of the Task Force and decided upon the portfolio of the Vice-Rector.

4.4 Advisory Search Committee for a Dean, Faculty of Engineering and Computer Science

In the absence of Committee Chairman Leo Goldfarb, Mr. Aune reported that the Advisory Search Committee for a Dean of the Faculty of Engineering and Computer Science had met on 15 December 1994. At that meeting, consultant Guy Lemelin provided basic information about applications received to date, and the Committee discussed them briefly. It was agreed that no one would be interviewed before the deadline of 15 January 1995.

The Committee had decided to enhance the search by sending letters, from the Committee Chairman, to all faculty members of the Faculty of Engineering and Computer Science asking them to inform their colleagues at other universities of the opening. An effort would be made to reinforce the original job posting with an E-mail communication, which would also publicize the extended deadline.

At the December meeting, the consultant presented a draft evaluation grid to be used in the assessment of candidates. There was some discussion on this subject, to be continued on 12 January 1995.

5. Consent Agenda

The following resolution was approved unanimously and without debate:

R94-122 THAT, upon the recommendation of Senate, the revisions to the Special Graduation Awards, the "Concordia Medal", the "O'Brien Medal" and the "Malone Medal", outlined in Document BG-94-11-D83, be approved.

6. Reports of Standing Committees

6.1 Benefits and Pension Committees

Mr. Lawless, Chairman of the Benefits and Pension Committees, reported that the Committees had met on 14 December 1994. The Pension Plan design and investment policies were presently under review, and a report would be presented to the Board in 1995. Mr. Lawless said there was nothing further to report.

7. Report of the Interim Rector

Dr. Bertrand reported that Board member Mr. Dominic D'Alessandro was the keynote speaker at the Toronto "Rector's Circle" dinner. The dinner, with twenty-four in attendance, was a clear success.

He was pleased to be able to report that Power Corporation had made an additional contribution to the joint Chair in Ethnic Studies, enabling Concordia to meet its obligation to contribute \$1.0 million. The federal government had been informed by Dr. Claude Corbo, Rector of UQAM, and himself, that its funding conditions had been met. Dr. Bertrand noted that an additional \$0.5 million would be needed to operate the programme.

Dr. Bertrand conveyed the appreciation of the University to the families of Mr. Richard Renaud and Me Georges Lengvari for their generous donations to Concordia.

8. Reports of the Vice-Rectors

- 8.1 Interim Vice-Rector, Academic, Dr. Parker, reported that SCAPP had prepared a carefully articulated response to the 1994-95 Provisional Supplementary Operating Budget, which would soon be presented to Senate for its consideration. He added that members of a sub-committee of SCAPP were meeting with faculty to discuss departmental priorities in light of the prescribed budgetary reductions. Dr. Parker said he felt the new budgetary planning process was progressing extremely well.

To the Vice-Rector, Academic's comments, Sister McIlwaine added that a graduate student of the Liberal Arts College, Ms. Carol McQueen, had been chosen as one of two Rhodes Scholars for the current year.

- 8.2 Vice-Rector, Services, Dr. Bertrand said his report on due diligence would be presented in January 1995.
- 8.3 Interim Vice-Rector, Institutional Relations and Finance, Dr. Proppe, informed the Board that the Budget Committee would meet to discuss the Provisional Supplementary Operating Budget in January 1995. He reported further that the organizational reviews were almost complete; it was hoped that a set of recommendations to the Office of the Rector, along with the final report, would be submitted to the Chairman of the Budget Committee in January 1995.

9. Correspondence

There was no correspondence.

11. Date of next meeting

The next regular meeting of the Board will be held at 8:00 a.m., on 18 January 1995, at the SGW Campus.

12. Adjournment

There being no other business, the meeting adjourned at 9:35 a.m.

Me Bérengère Gaudet
Secretary of the Board of Governors